

# *Carlsbad Business Academy Governance and Goals*

October 16, 2012

# *City of Carlsbad* *2012*

Lisa Hildabrand  
City Manager



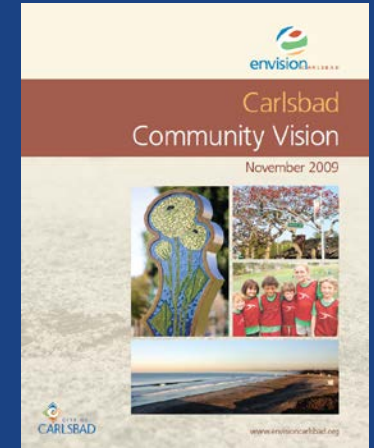
# *Our Community*

- 39 square miles
- 106,000 population
- Nearly 7 miles of coastline
- 3 lagoons
- 46 miles of trails
- 40% open space



# *Carlsbad Community Vision*

- Small Town, Beach Feel
- Open Space and the Natural Environment
- History, the Arts and Cultural Resources
- Sustainability
- High Quality Education, and Community Services
- Access to Recreation and Active, Healthy Lifestyles
- Local Economy, Business Diversity, and Tourism
- Neighborhood Revitalization and Livability
- Walking, Biking, Public Transportation, and Connectivity



# Fulfilling the Vision

## Fulfilling the *Community Vision*



**Everyone  
contributes.**

**Everyone is  
needed!**

# *Council's Strategic Focus Areas 2012-13*

1. Creating quality jobs
2. Sustainable organization
3. Land use that considers our population and demographics
4. Recreation needs
5. Complete streets
6. Fostering the next generation of leaders



# *Carlsbad City Government*



# *Carlsbad City Government*

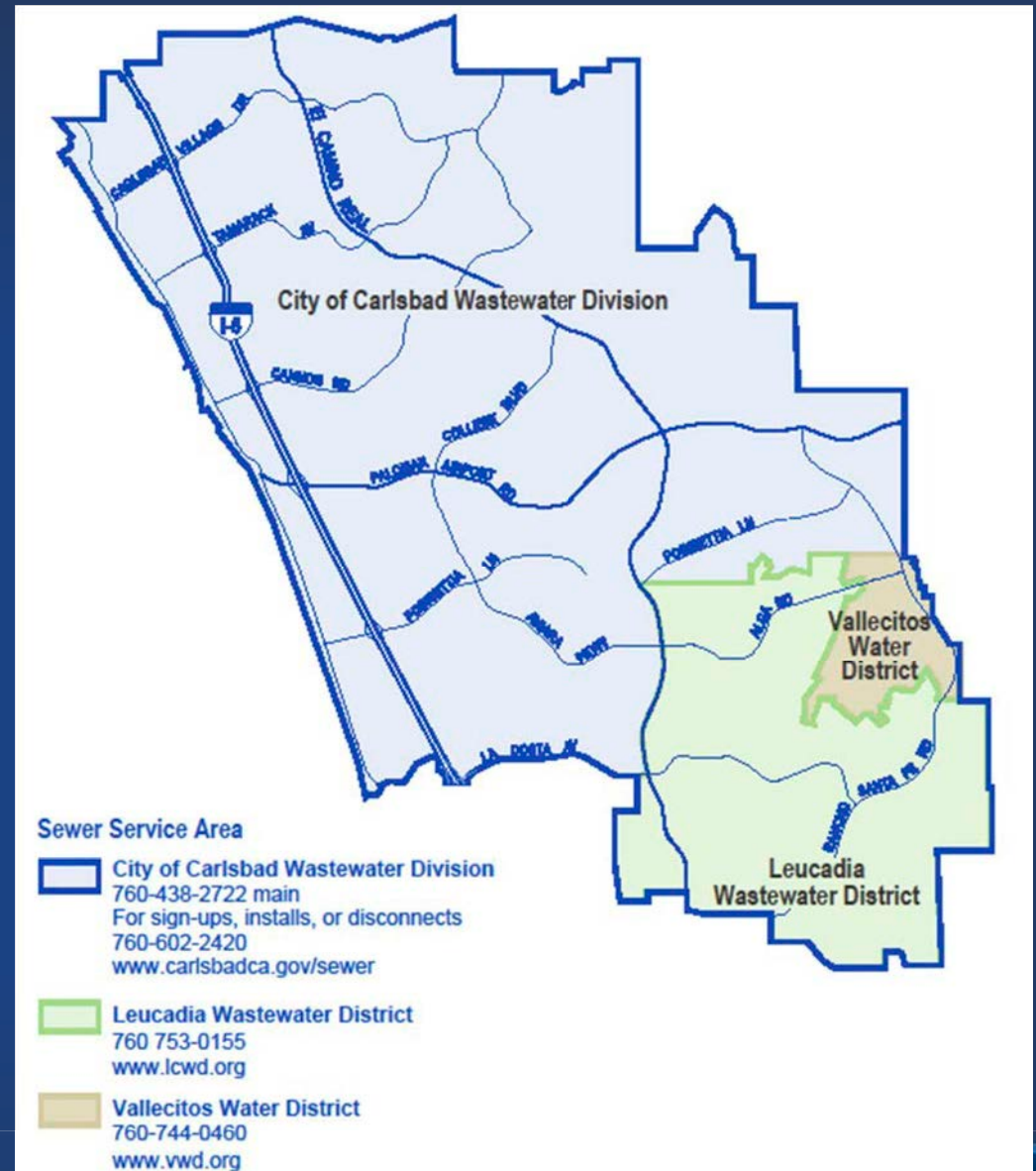
- Full service city
  - Police
  - Fire/emergency medical
  - Water, sewer and trash
  - City library
- Employees
  - 674 full time
  - 132 FTE part time (300-400 individuals)
- Budget
  - \$230 million
  - \$115m general fund
  - \$57m reserve





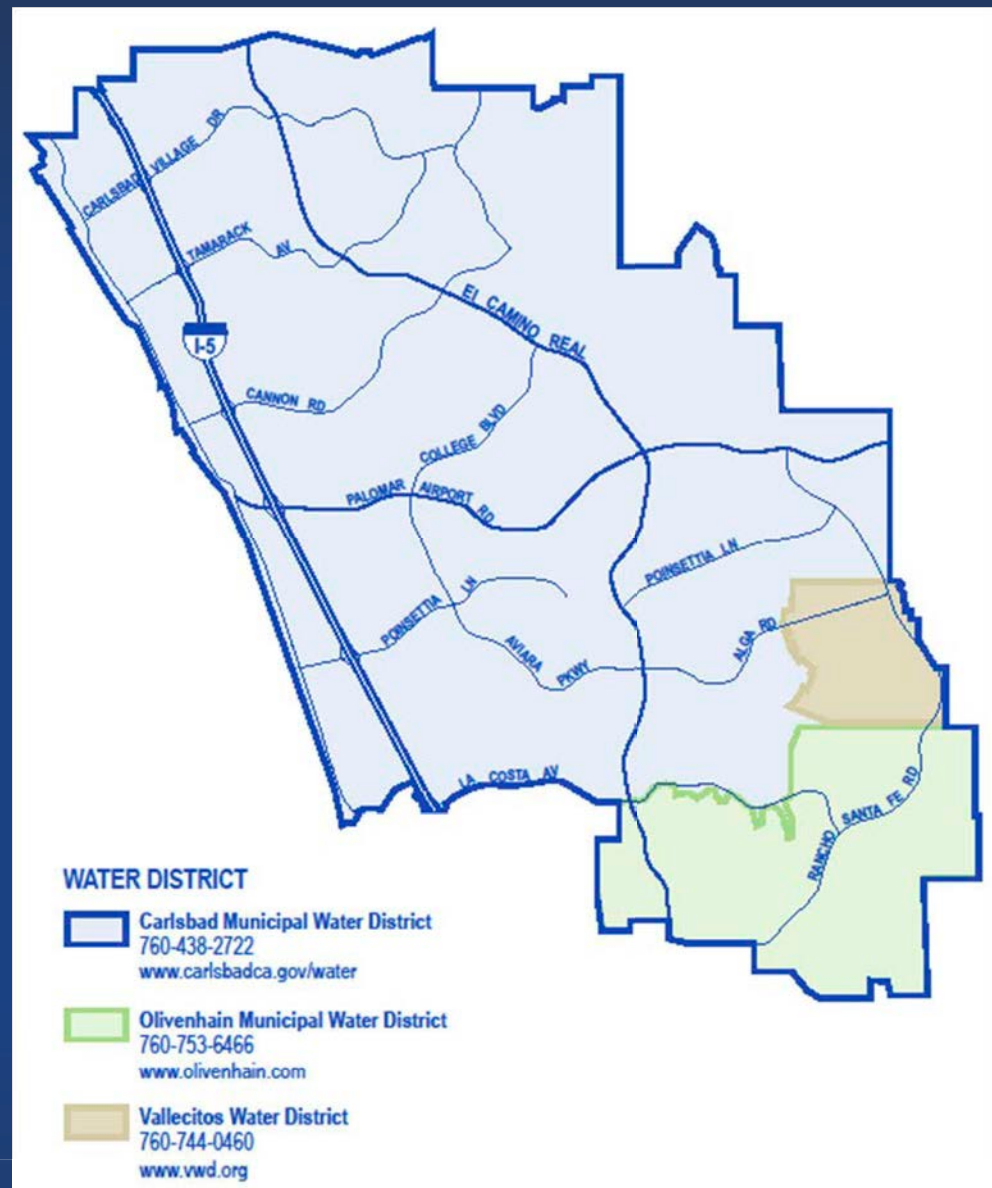
# *Sewer Service*

- provided by the City and two independent Sewer Districts



# Water Service

- provided by the City (Carlsbad Municipal Water District) and two independent water districts





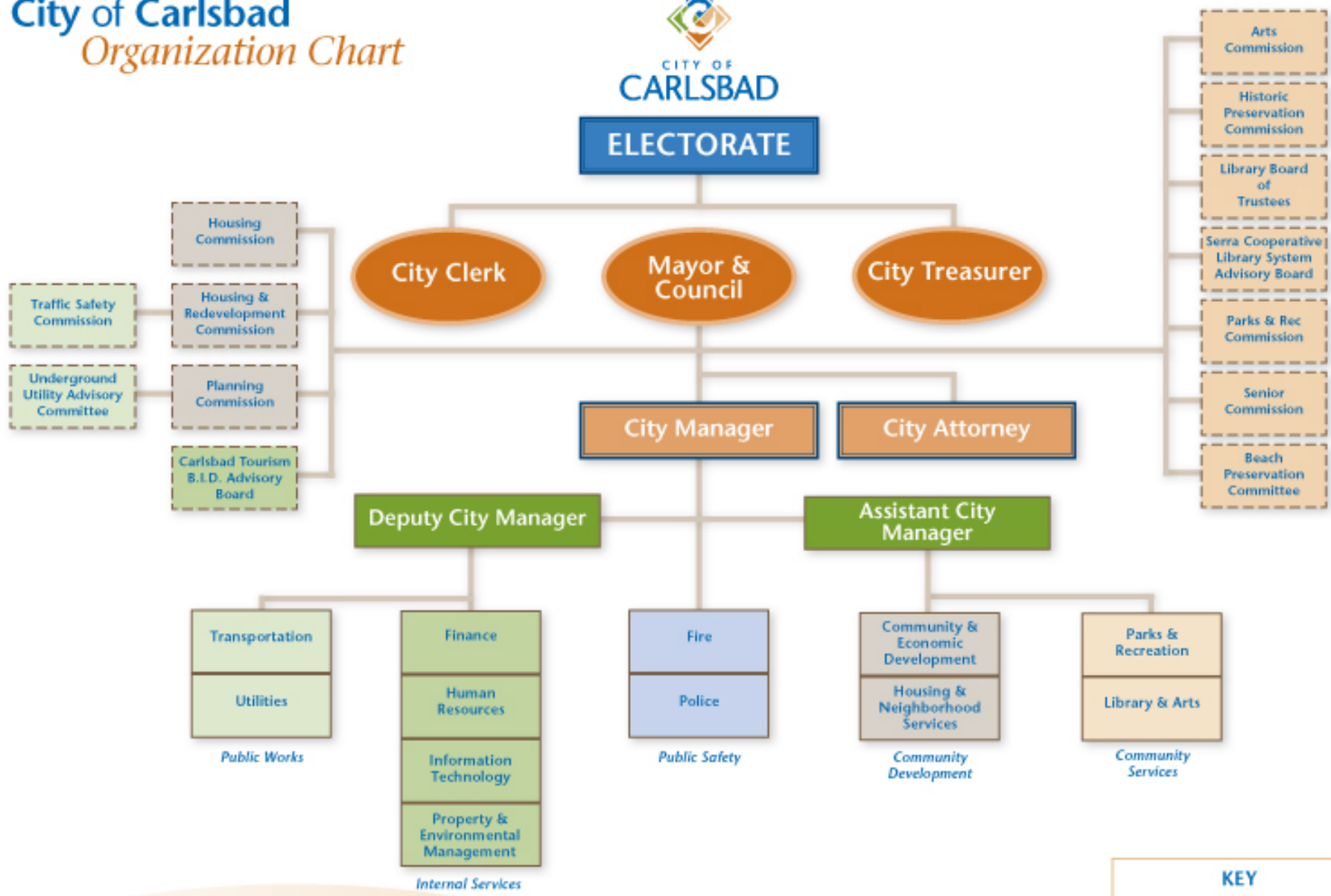
# *Other Agencies Serving Carlsbad*

- North County Transit District\*
- Encina Wastewater Authority\*
- Buena Vista Lagoon JPC\*
- 4 Public School Districts
- San Diego County
- ...and many more



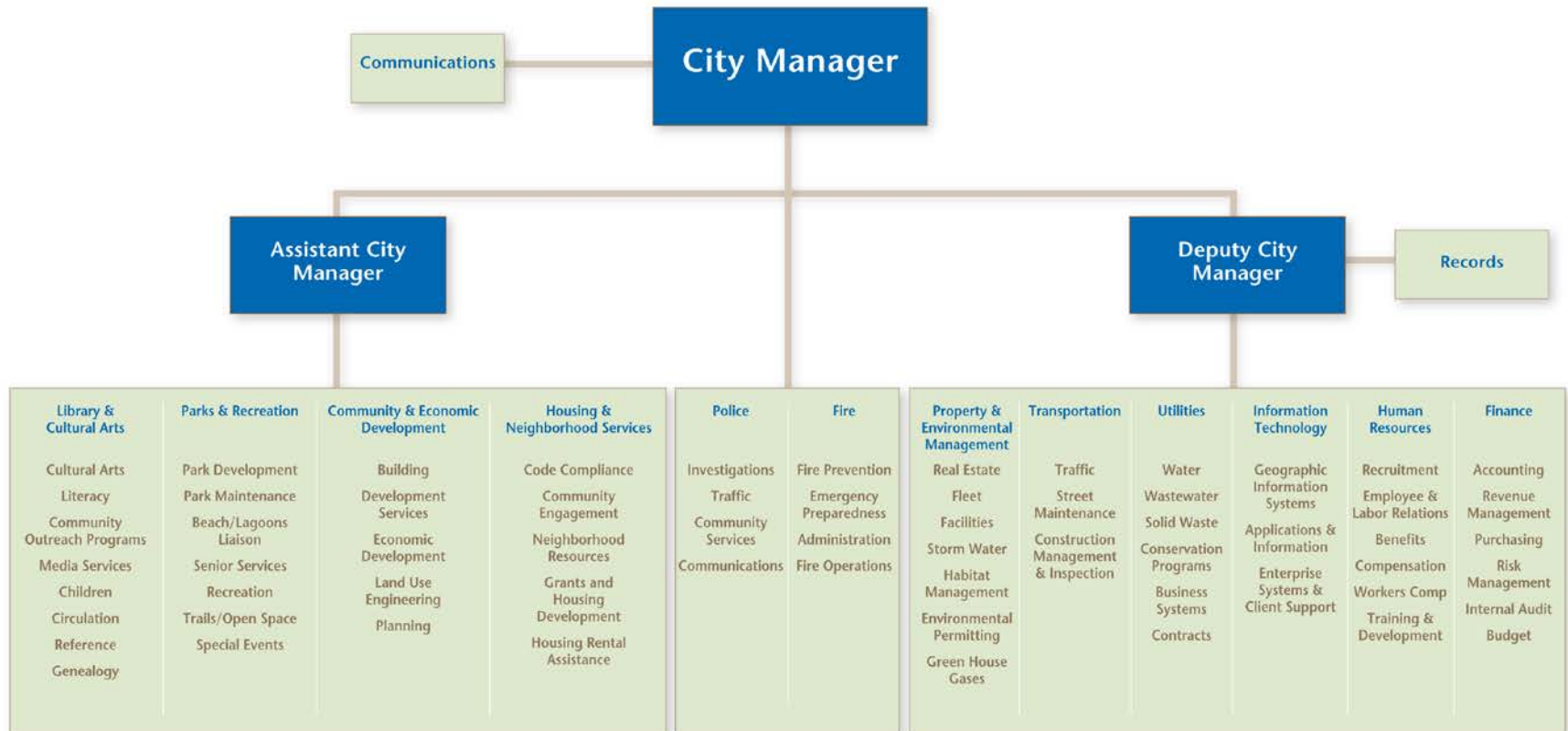
# City of Carlsbad

## Organization Chart



**KEY**

- Elected (Orange oval)
- Council Appointed (Blue rectangle)
- Reporting Relationship (Solid line)
- Programs (Dashed line)





# *City of Carlsbad Mission*

To provide **top quality services at the best cost** to our citizens and customers in a manner that enhances the quality of life for all who live, work and play in Carlsbad.



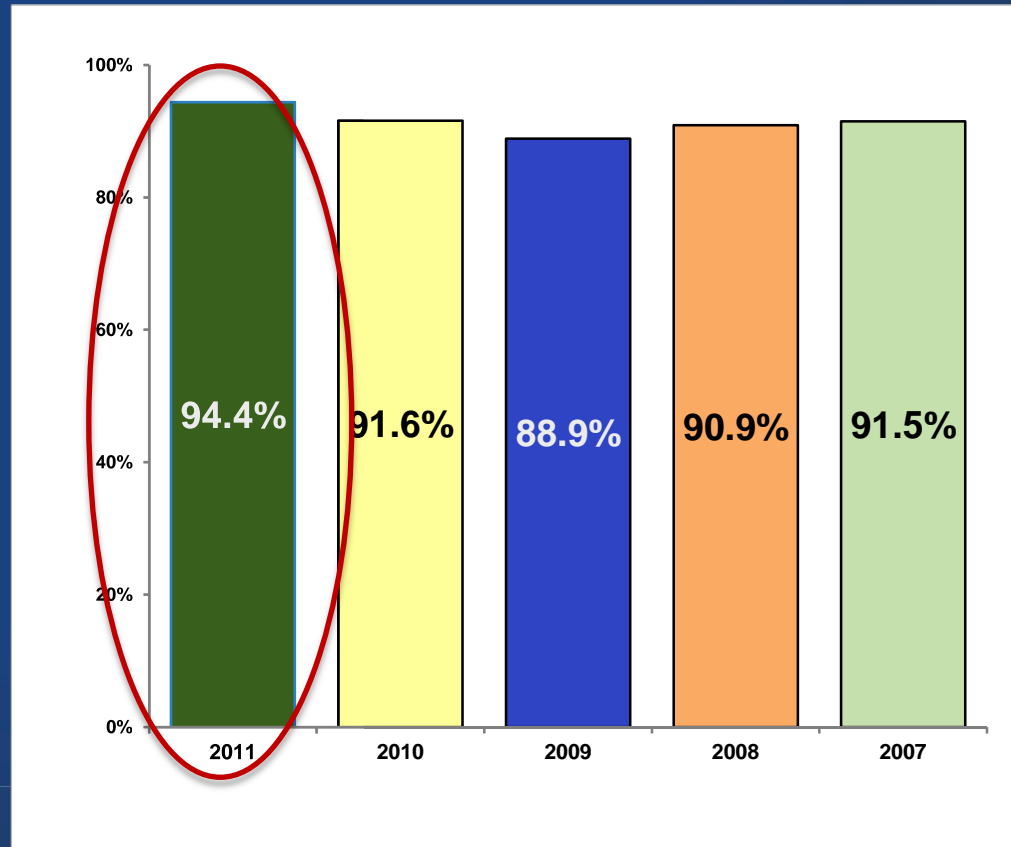


# Carlsbad Services

## Satisfaction with City Services

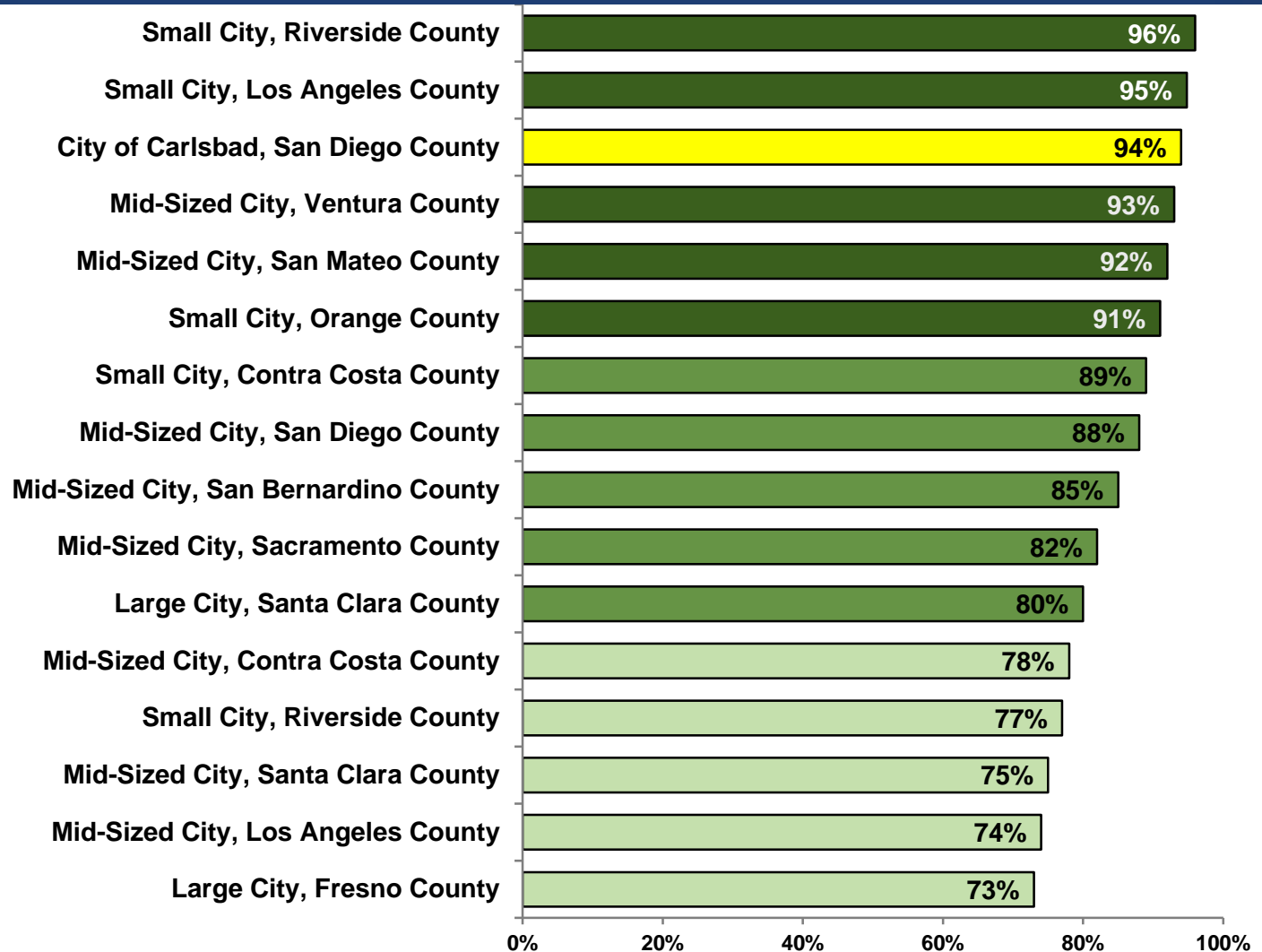


❖ 94% of residents are satisfied with their city services





# *Satisfaction with City Services*



# *Best Value Services Plan*

## **Phase 1**

Initial  
Selection

## **Phase 2**

Operational  
Assessment

## **Phase 3**

Implement

## **Phase 4**

Performance  
Management



## **Requirements:**

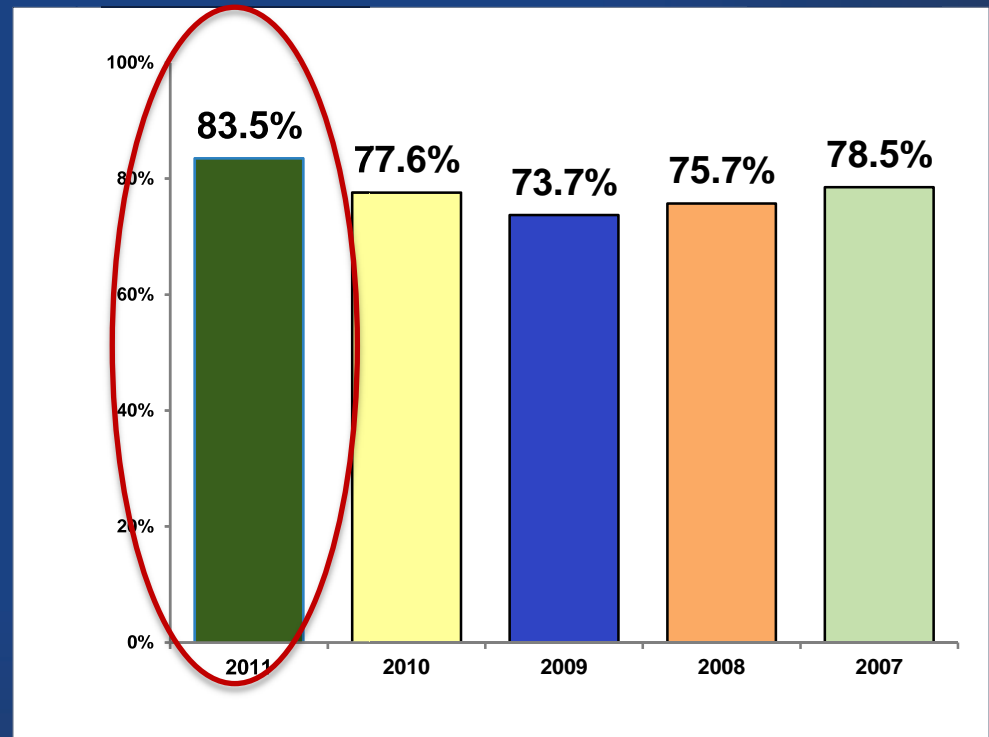
- Maintain high quality service levels
- Use independent third party expertise
- Consistent methodology for cost analysis
- Consider internal and external providers
- Comply with labor union process
- Refined/improve as we go



# *Carlsbad City Government*

## Confidence in Carlsbad's Government

❖ 84% of residents are confident in Carlsbad city government to make decisions that positively affect their lives



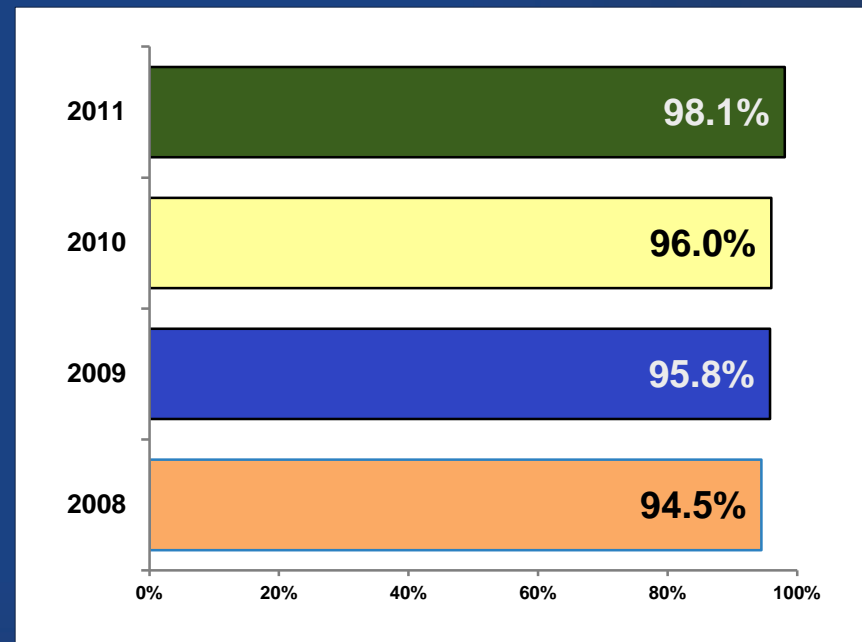


# *Our Community*

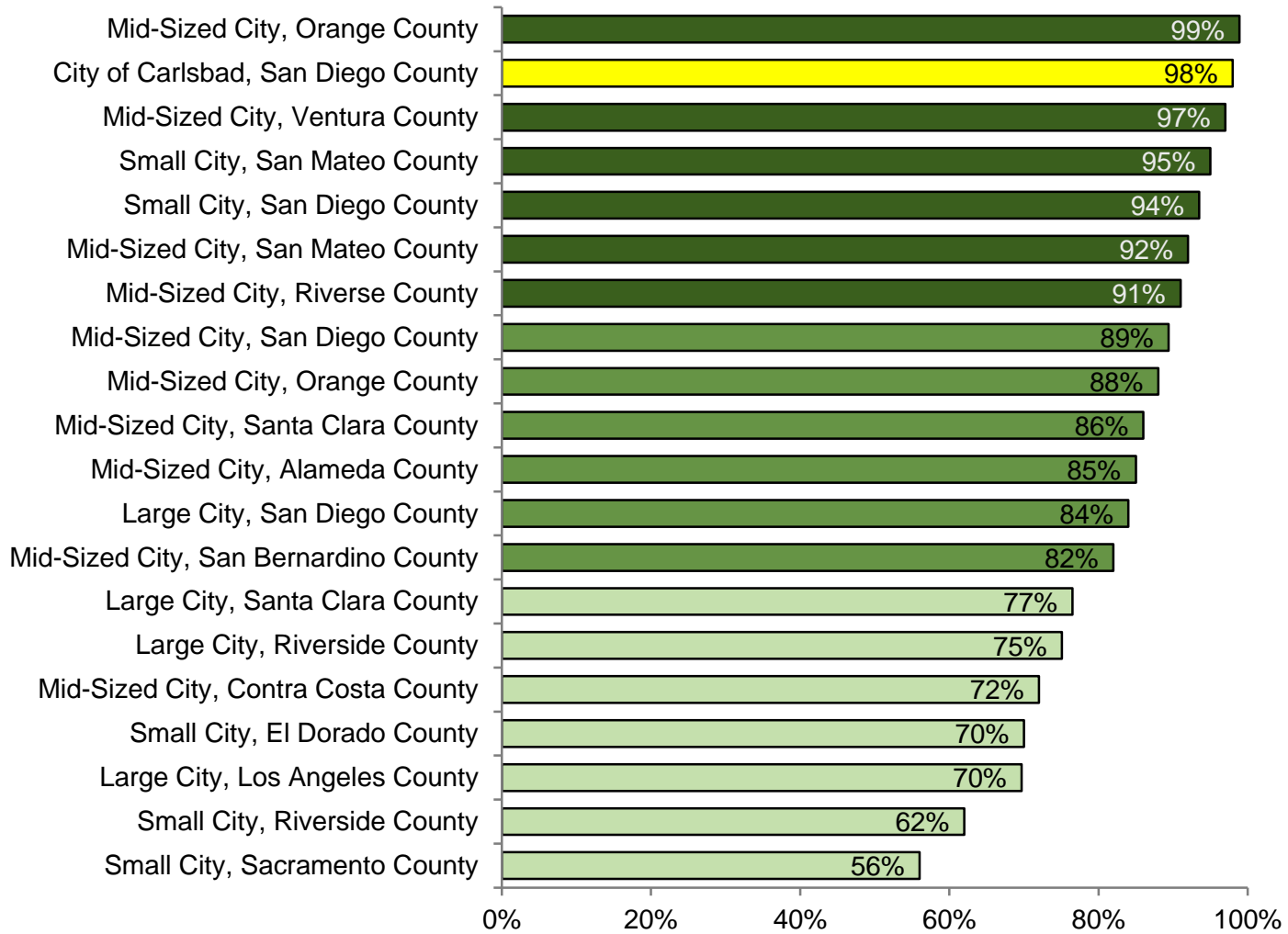


❖ 98% of residents rate the quality of life in Carlsbad favorably

## Quality of Life Ratings



# Quality of Life Comparative





# *Finance Overview*

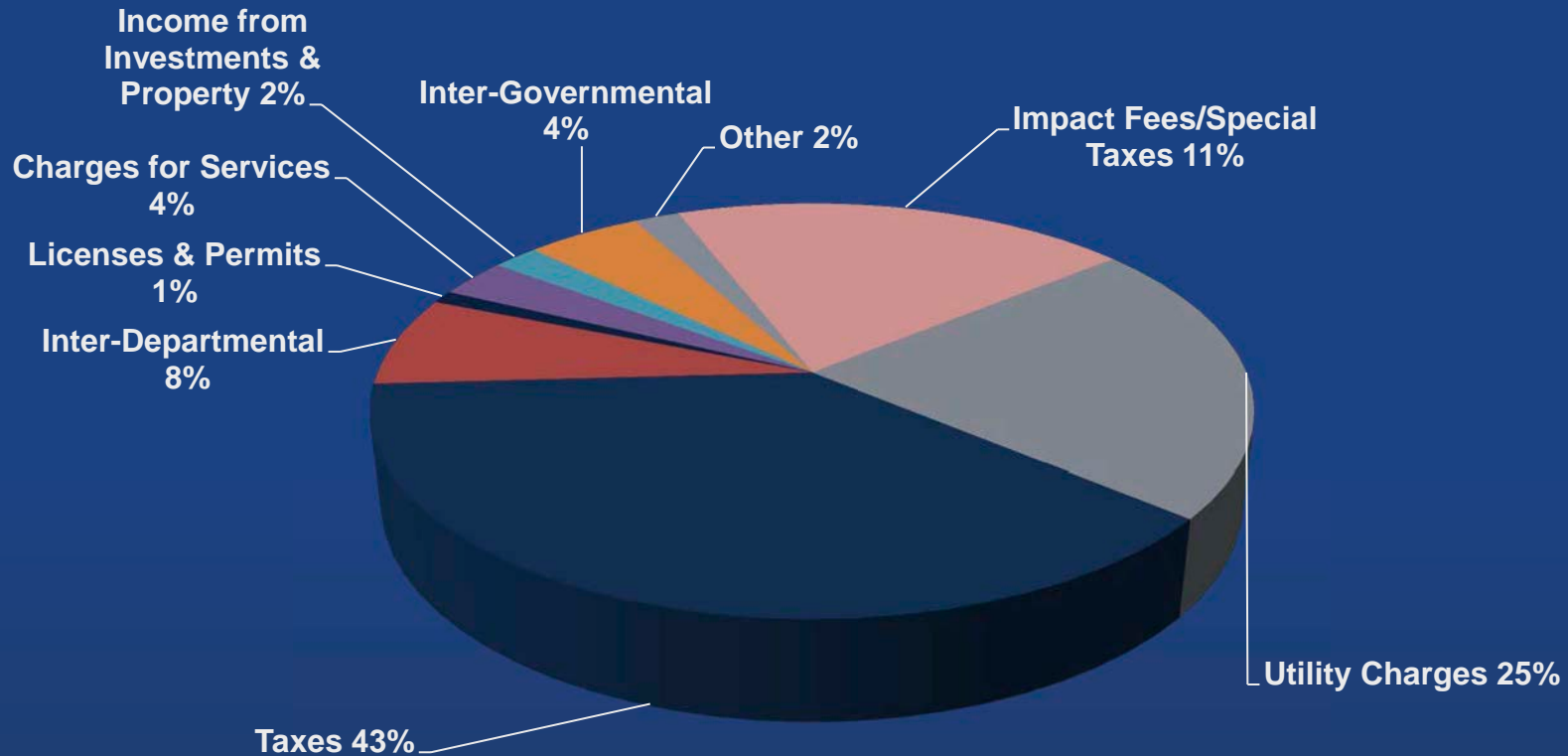
Judi Vincent  
Finance Manager



# *Operating and CIP Budget Overview*

- Operating Budget
  - Operation and maintenance of facilities, parks, infrastructure and programs
  - Includes personnel and related costs
- Capital Improvement Program
  - Construction of facilities, parks, infrastructure

# *Where the Money Comes From:*

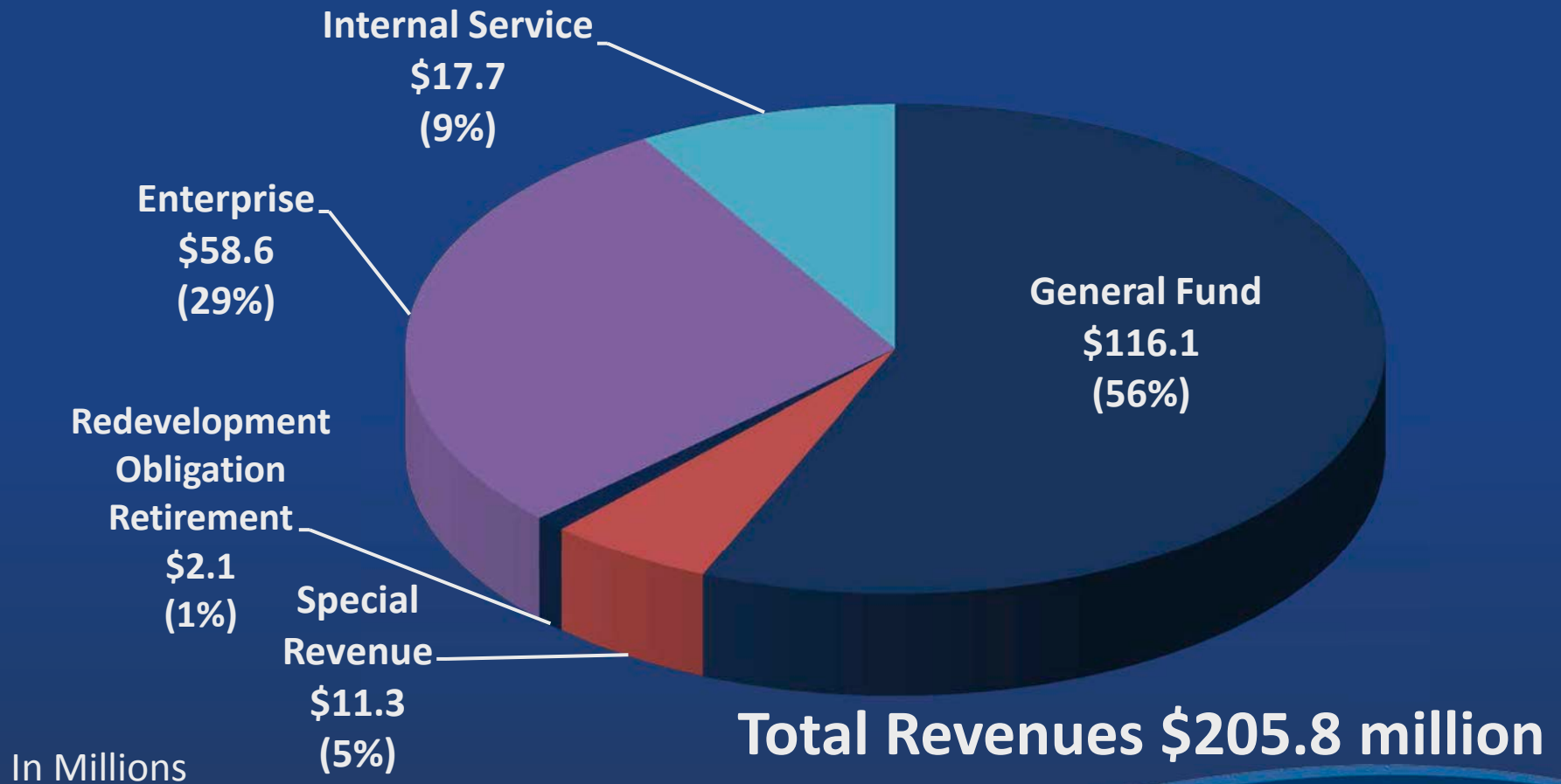


**FY 2012-13 Total Estimated Revenue - \$241.3million**



# *Citywide Operating Revenues by Fund Type*

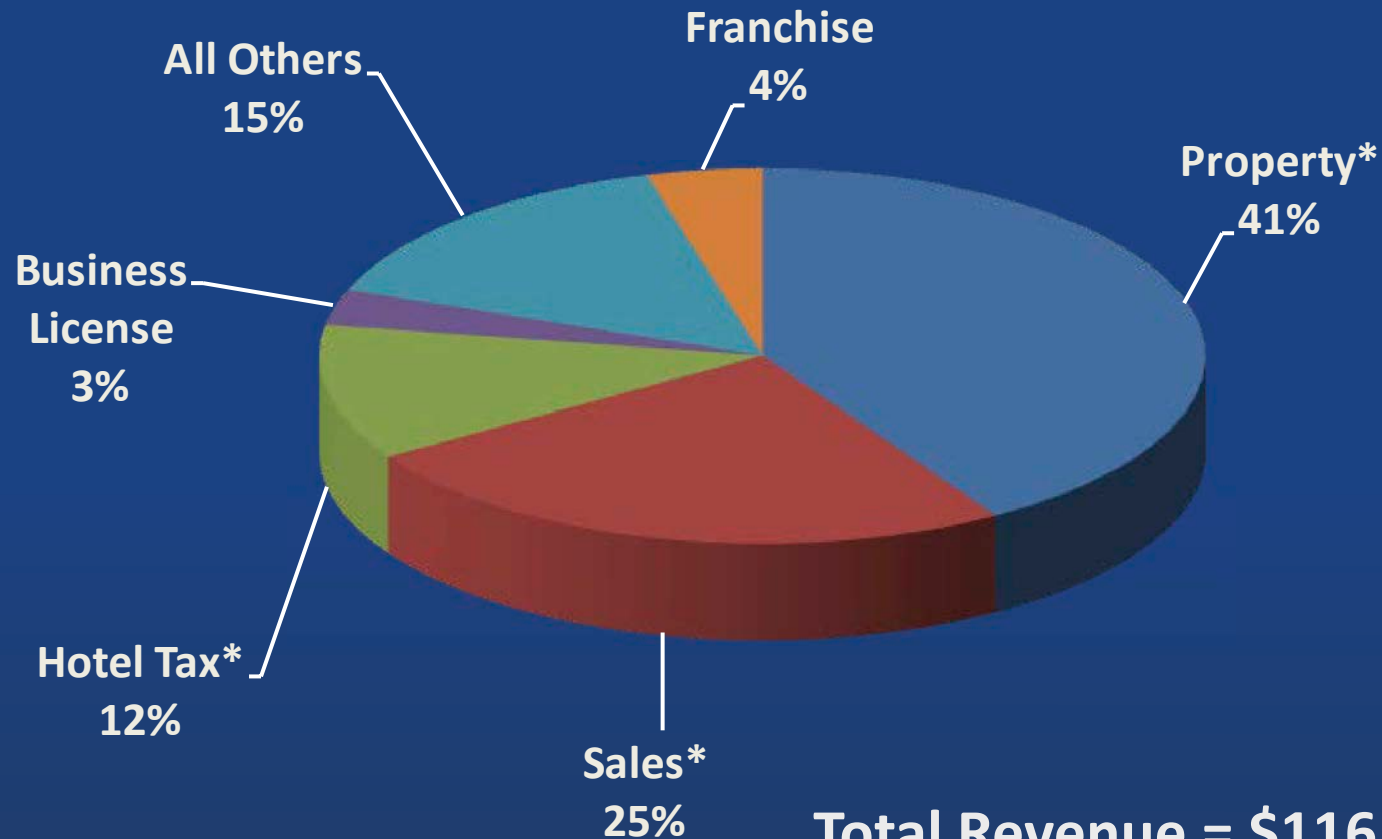
## *FY 2012-13*





# *General Fund Revenues*

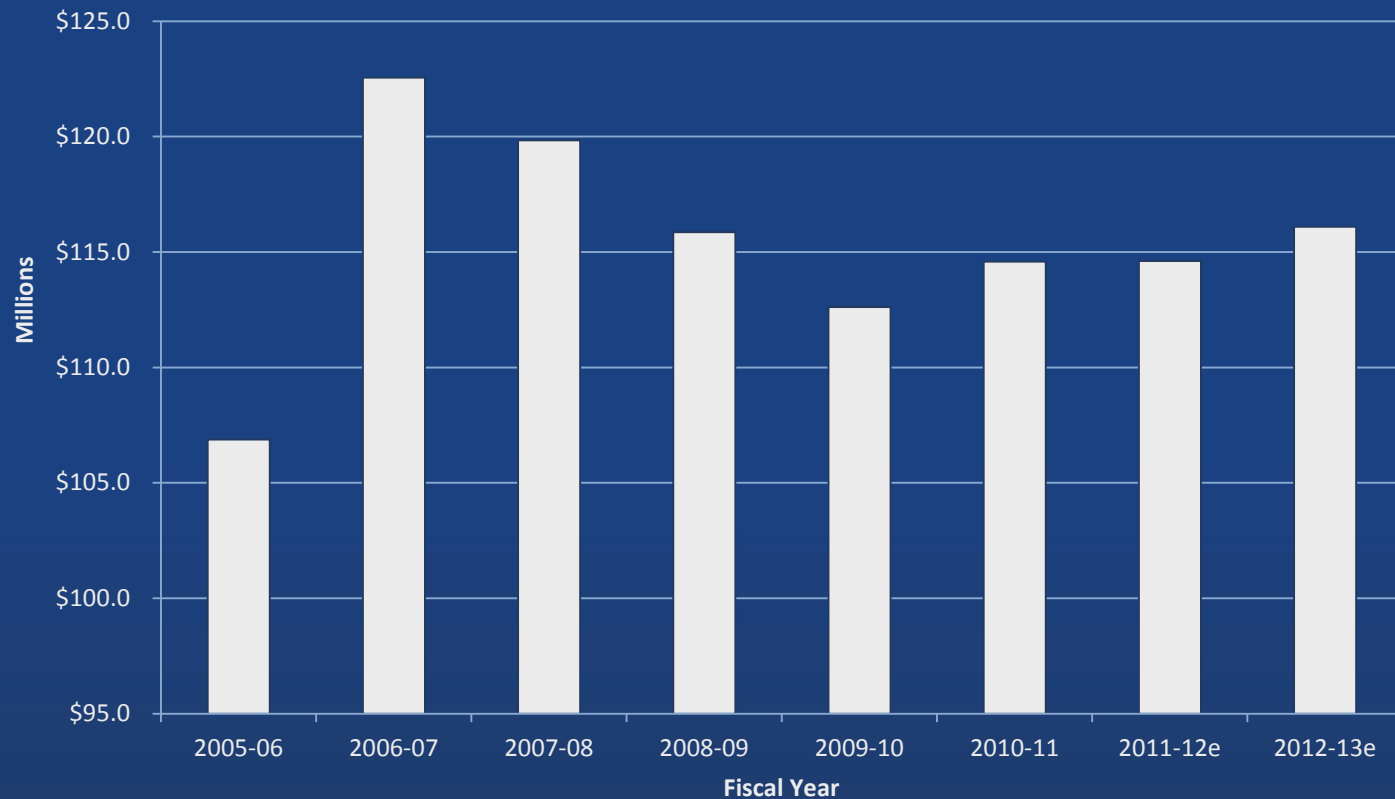
## *FY 2012-13*





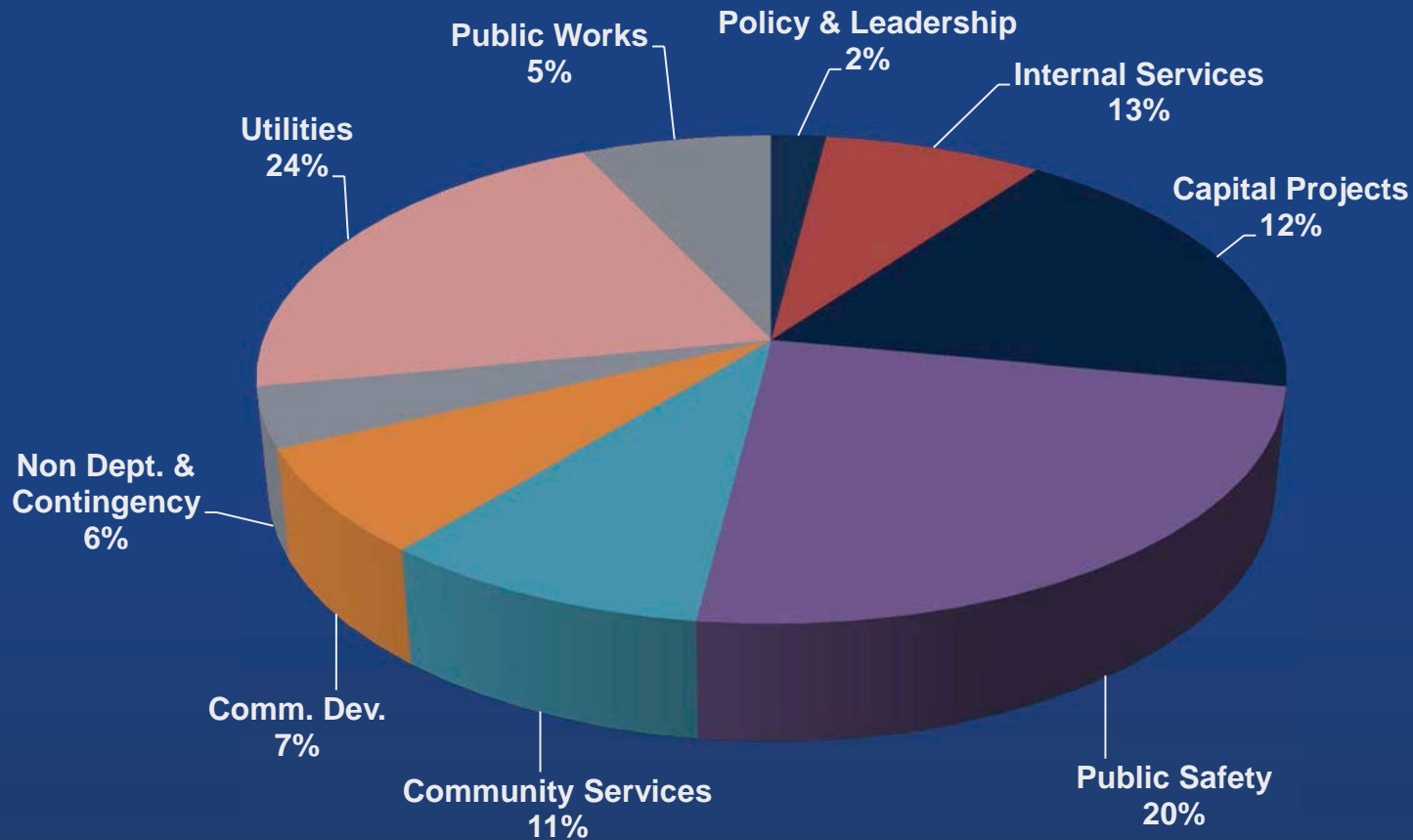
# *General Fund Revenue History*

**Total General Fund Revenues**





# *Where the Money Goes:*

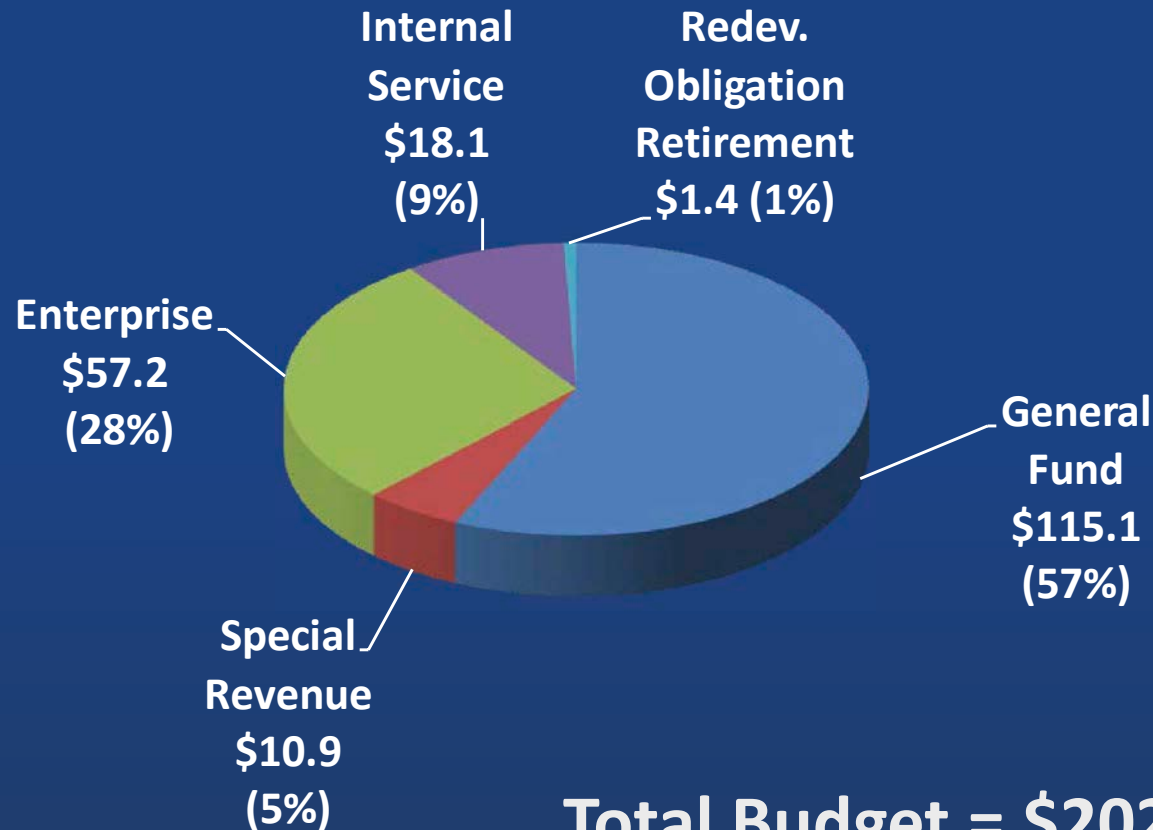


**FY 2012-13 Total Adopted Budget- \$231.6 million**



# *Citywide Operating Budget by Fund Type*

## *FY 2012-13*

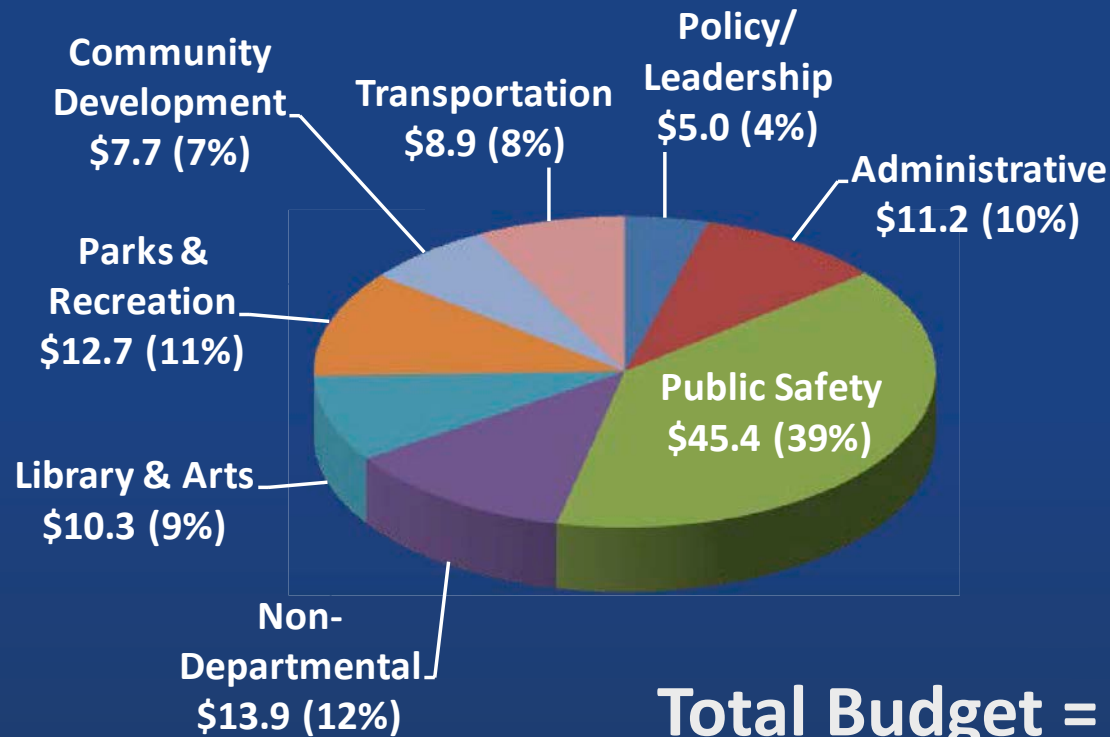


In Millions



# *General Fund Expenditures*

## *FY 2012-13*

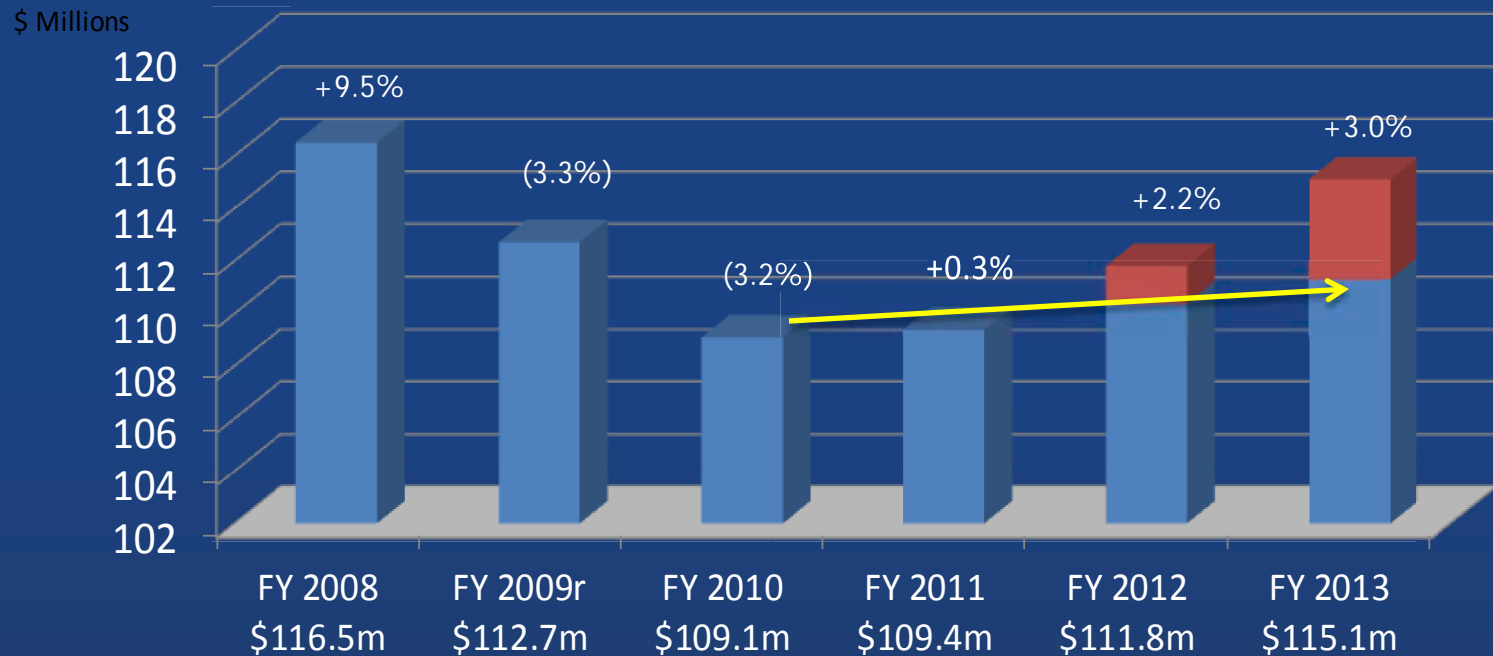


**Total Budget = \$115.1 million**

In Millions



# *History of General Fund Budgeted Expenditures*





# *Capital Improvement Program*

- *Capital Projects*
  - *Civic buildings & parks*
  - *Utility infrastructure*
  - *Street and roadways*
- *Planning document*
  - *15 year planning horizon*





# *Capital Improvement Program*

## *FY 2012-13*

- New capital appropriations - \$ 28.9 million
- Continuing capital appropriations - 201.7 million

Total FY 2012-13 Capital Program - \$230.6 million

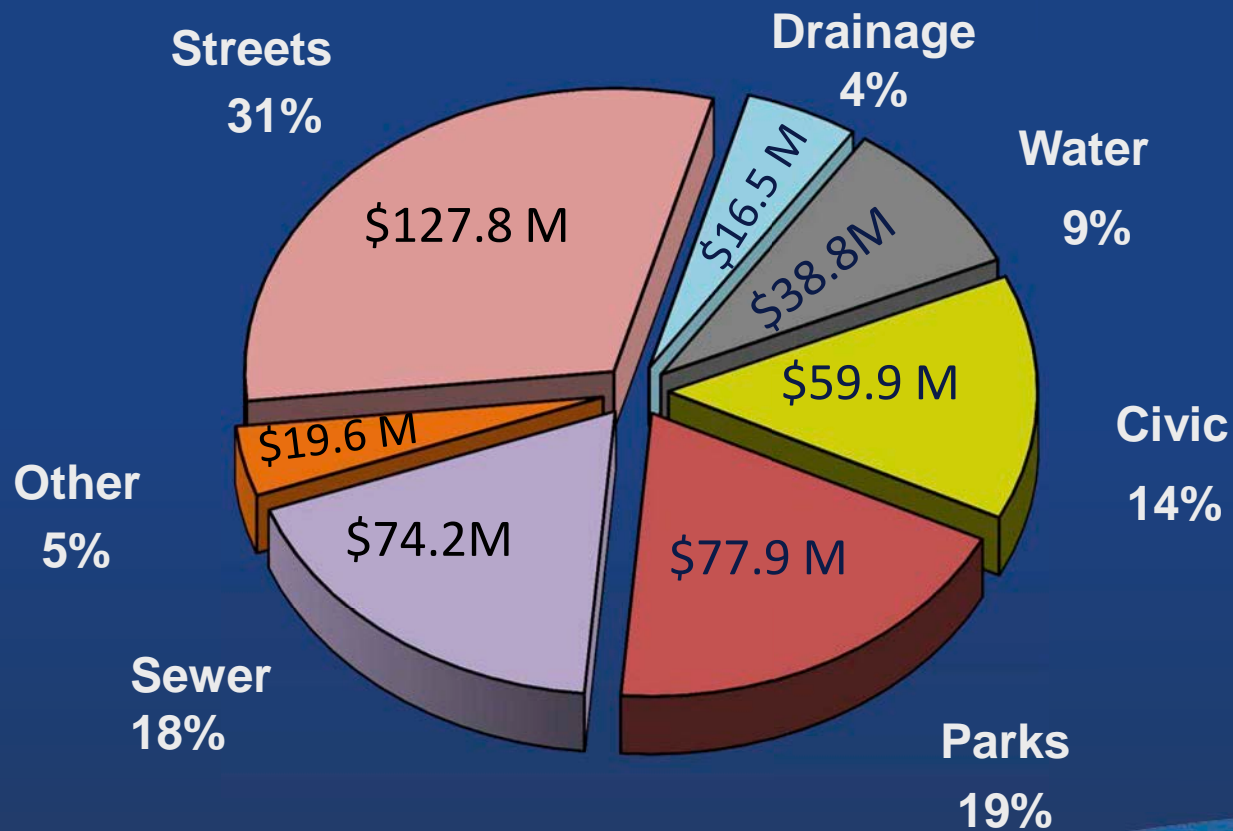




# *Total Projected Capital Expenditures*

## *FY 2012-13 to 2026-27*

### *\$414.7 Million*



# *How To Become Involved*

Sue Irey

Community Coordinator

Get Involved Flyer Link:

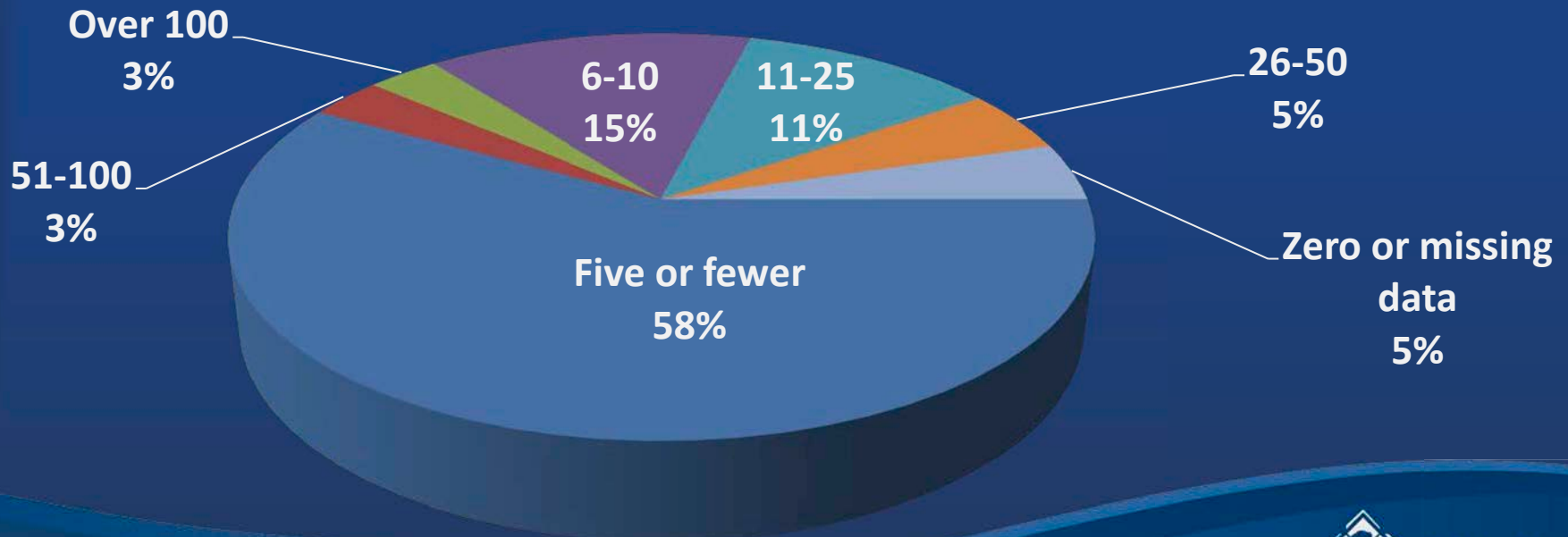
<http://www.carlsbadca.gov/services/departments/economicdevelopment/Documents/GiveBackToCarlsbadFlyer.pdf>

*City of Carlsbad*  
*Economic Development*  
*Building a Prosperous Future*

Kathy Dodson  
Economic Development Manager

# *Carlsbad Business Overview*

- Business licenses
  - 6,211 (2,527 or 41% are home based)
  - 3,684 non-home based businesses. The employee breakdown for these businesses is:



# *Why Carlsbad?*

- Strong industry clusters
- Diverse economic base
- Access to markets
- Superior quality of life
- Fiscally sound
- High development standards



# *Strong Industry Clusters*

Industry	Companies	Employees	Patents
<b>Life sciences</b> (biotech, medical device, pharmaceutical and diagnostic companies & institutes)	118	6,287	358
<b>Action sports manufacturing</b> (equip and apparel manufacturers in golf, skateboard and other sports)	73	4,801	477
<b>Information /Communications technology</b> (communications, software and related technologies)	205	5,302	146
<b>Clean technology</b>	118	1,445	10
<b>Entertainment &amp; Hospitality</b> (tourism related businesses)	330	10,168	0

# *Diverse Economic Base*

Carlsbad is already the home of many high quality companies. Top 10 employers:

Employees	Company name	Industry
1635	Callaway	Action Sport Manufacturing
1469	Life Technologies	Life Sciences
1271	ViaSat	ICT
927	La Costa Resort & Spa	Entertainment & Hospitality
700	GIA	Institution
700	TaylorMade-adidas Golf	Action Sport Manufacturing
602	Genoptix	Life Sciences
600	LEGOLAND California	Entertainment & Hospitality
580	Park Hyatt Aviara Resort	Entertainment & Hospitality
500	Titleist Golf	Action Sport Manufacturing



# *Access to Markets*

- Carlsbad is conveniently located and accessible to major Southern California markets

County	Population	No. of Businesses*	Distance (miles)**
San Diego	3,140,000	75,800	30
Orange	3,050,000	86,500	50
Los Angeles	9,890,000	244,000	90

\* Business category Private Nonfarm Establishment in 2010 census

\*\* Distance from Carlsbad to major airport

- McClellan-Palomar Airport potential increased commercial flights and general aviation international flights

# *High Development Standards*

Our development owners care about their long-term investments in the community.



# *Room to Grow*

- Carlsbad has 21% of its industrial land left to develop (292 acres)
- 13.2% industrial vacancy
- 29.5% office vacancy
- 40% of Carlsbad will remain open space

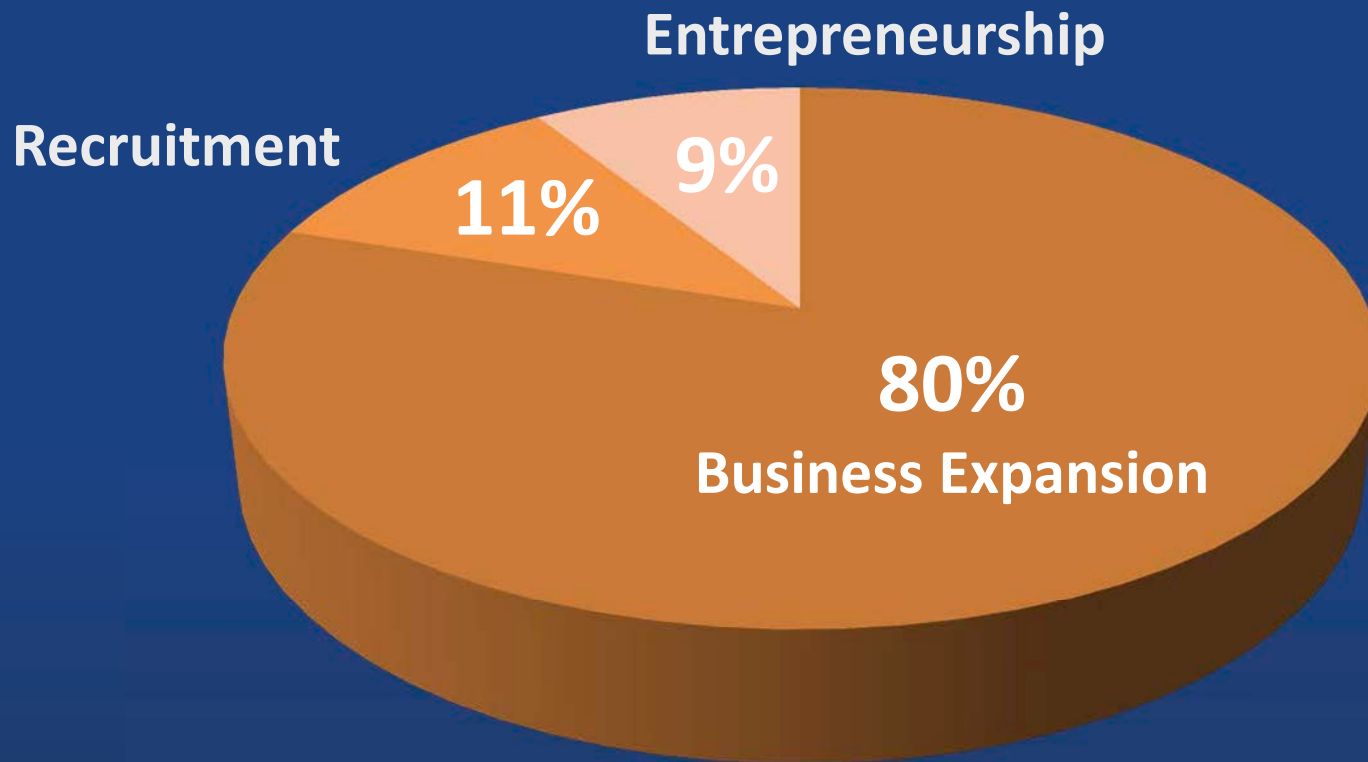


# *City Council Goals*

## *Economic Development*

- Retain and Grow Existing Businesses
- Develop a Talent Attraction Program
- Create World Class Educational Opportunities
- Leverage Partnerships and Regional Resources

# *Drivers of Economic Growth*



From Michael E. Porter, Harvard Business School

# *Retain & Grow Existing Businesses*

- Conduct business visits (50+ per year)
- Events (Brokers' Forum, Business Academy)
- Communications Strategy
- Annual Survey
- Economic Gardening



# Communications Strategy

## Carlsbad at a glance

The City of Carlsbad is situated in north San Diego County where a great climate, beautiful beaches and lagoons, and abundant natural open space, combined with world class resorts, family attractions, well-planned neighborhoods, a diverse business sector and a charming village atmosphere to create the ideal California experience.

### Population and area

Population.....	106,804
Total area.....	42 Sq. Miles
Population density.....	2,531/Sq. Mile

### Educational attainment (Carlsbad/USA)

Population over 25.....	64,930/204,288,932
Bachelor's degree.....	51.28.1%
Graduate or professional degree.....	19%/10.4%

### Income

Carlsbad avg. household income.....	\$9,6084
San Diego County avg. household income.....	\$79,330

### Top business clusters (# employees)

Hospitality.....	10,168
Life sciences.....	6,309
Sporting goods and recreation.....	2,588
Telecommunications and electronics.....	2,102

### Universities and school districts

Colleges and universities within 30 miles  
 California State University, San Marcos  
 University of California, San Diego  
 University of San Diego  
 Mira Costa College  
 Milamar College  
 Palomar College

Elementary schools - [greatschools.org](http://greatschools.org) ratings  
 Carlsbad has 16 elementary schools and is serviced by 4 top ranking school districts  
 # of schools scoring 9 or 10 out of 10..... 11  
 # of schools scoring 8, 9, or 10 out of 10..... 14



## Fact Sheets

## Website

## Electronic Newsletter

Home | Residents | Business | City Services | Government | Visitors

Home > City Services > City Departments > Economic Development  
**Come Home to Carlsbad**  
**Innovative Business-Incredible Quality of Life**

The City of Carlsbad is a scenic coastal community located in North San Diego County 35 miles north of downtown San Diego and 54 miles south of the John Wayne Airport in Orange County. The city's population is 106,000 and covers 42.9 square miles, 40 percent of which is dedicated to open space, including three lagoons, 38 miles of hiking trails and nearly seven miles of coastline.

Carlsbad has a wide range of housing choices, excellent schools and innovative business fields, such as life sciences, clean technology, telecommunications and other high tech industries.

Located on one of the COASTER commuter train stops, the historic Carlsbad Village has a variety of retail, restaurant and arts-related businesses. Carlsbad is also home to regional attractions, such as LEGOLAND, La Costa Resort and Spa and the famous flower and strawberry fields.

Carlsbad is a seaside community in San Diego County with the best quality of life in the country.

- Weather
- Education and research
- Recreational opportunities
- Business climate and industrial clusters
- Commercial property search
- Access to resources to start and grow your business

CRS 8 News: Carlsbad is the happiest place to live!

**Business Update**

**Quick Links**

- Financial Status Report
- Business Resources
- Commercial Property Search
- Carlsbad at a Glance
- Upcoming Events

**Carlsbad Business Academy**

**Introducing ... the Carlsbad Business Academy**

**Carlsbad in the News**

*Carlsbad 2012 State of the City*



# Property Search Tool (LoopNet)

The screenshot shows the City of Carlsbad website's Commercial Property Search tool. At the top, the City of Carlsbad logo is on the left, and navigation links (Carlsbad A-Z, Site Map, News, Contact Us, Emergencies) and social media icons (Facebook, Twitter, YouTube, LinkedIn, Pinterest) are on the right. A search bar for the site is also present. Below the header, a breadcrumb trail reads: Home > City Services > City Departments > Economic Development > Commercial Property Search. The main heading is "Commercial Property Search". A note states: "All search fields are optional. To view all properties, choose Sale & Lease and click 'Search'." The search form includes: "Search Type" with radio buttons for "For Sale" (selected), "For Lease", and "Sale & Lease"; "Property Type" with a dropdown menu showing "Multifamily Income", "Retail", "Senior Housing", "Special Purpose", and "Sport & Entertainment"; "City" with a dropdown menu showing "Carlsbad"; "Zip Code" with a text input field and a note "Separate multiple zip codes with commas"; "Price Range" with "Min Price" and "Max Price" input fields; "SF Range" with "Min Sq Ft" and "Max Sq Ft" input fields; and "Keyword" with a text input field.

City of CARLSBAD CALIFORNIA

Carlsbad A-Z | Site Map | News | Contact Us | Emergencies

Search this site: City of Carlsbad Search

Home | Residents | Business | City Services | Government | Visitors

Home > City Services > City Departments > Economic Development > **Commercial Property Search**

**Commercial Property Search**

All search fields are optional. To view all properties, choose Sale & Lease and click "Search".

Search Type ☒ For Sale ☐ For Lease ☐ Sale & Lease

Property Type 

Multifamily Income  
Retail  
Senior Housing  
Special Purpose  
Sport & Entertainment

City **Carlsbad**

Zip Code   
Separate multiple zip codes with commas

Price Range  Min Price  Max Price

SF Range  Min Sq Ft  Max Sq Ft

Keyword

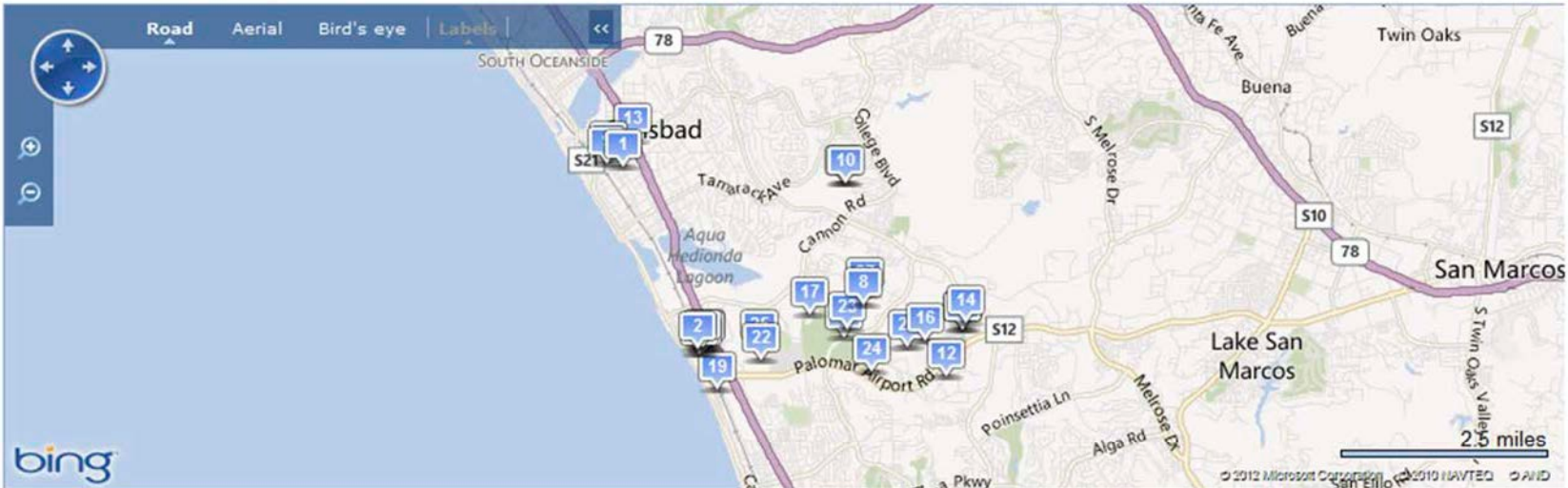
## Property Search URL:

<http://www.carlsbadca.gov/services/departments/economicdevelopment/Pages/CommercialPropertySearch.aspx>

# Property Search Results

Polygon Search: [Draw Polygon](#)


Road Aerial Bird's eye Labels



0 Selected Create Report

27 Results Found

☐



1

[View Website](#)

Negotiable

878 - 1,598 SF (6 Spaces)

9,972 SF GLA

Creative/Loft

Carlsbad, CA

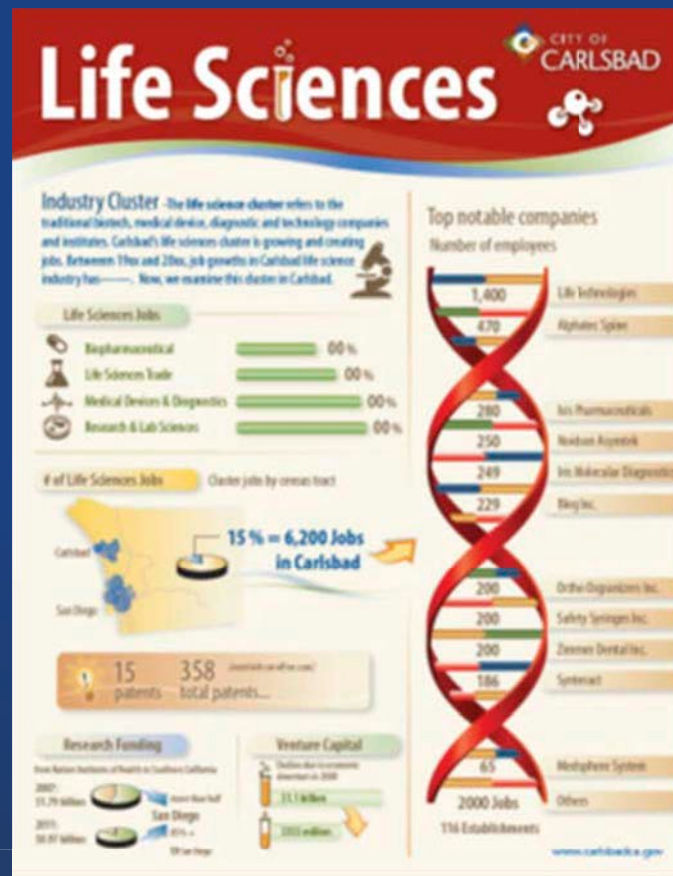
FOR LEASE - NEW MIXED USE DEVELOPMENT IN THE HEART OF DOWNTOWN CARLSBAD COMPLETION EXPECTED...

# Infographics: Valuable Information on Key Cluster Industries





# Infographics: Valuable Information on Key Cluster Industries



# *Talent Attraction*

- Why talent attraction?
  - Help grow our existing businesses
  - Start new businesses
  - Relocate businesses to Carlsbad

# *Talent Attraction*

- Develop message to inspire talent to choose Carlsbad
- Develop and distribute marketing tools
- Implement attraction program
  - Recruits, suppliers and business customers
  - Conference attendees
  - Growth company representatives

# Create World Class Educational Opportunities

Attract a research institution that complements our existing business clusters

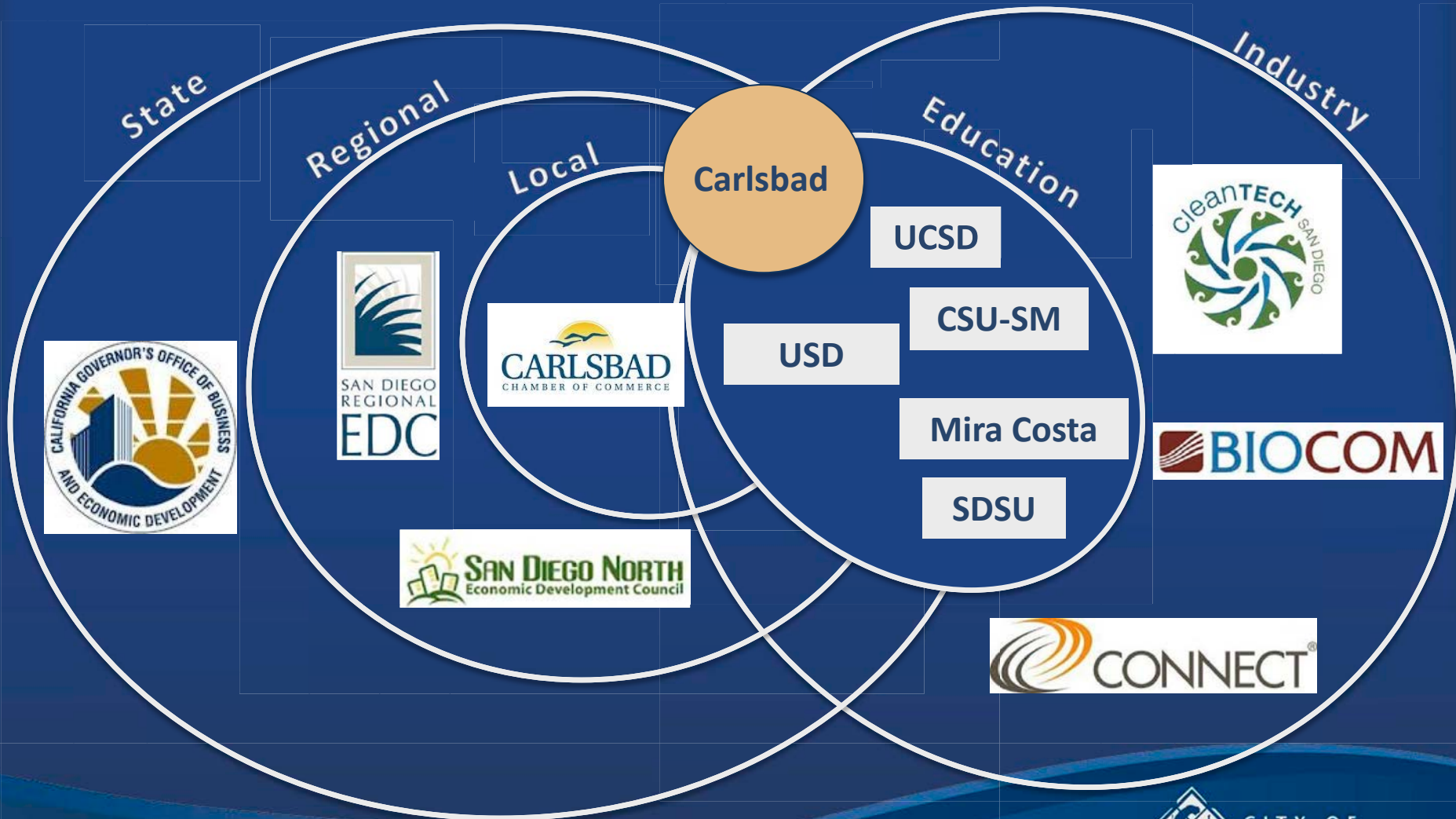


Cornell Tech Campus  
New York City

Photo courtesy of [www.techcrunch.com](http://www.techcrunch.com)



# *Network of Collaboration*



*Questions??*

# *Answers to Questions*

- Carlsbad Immigrant Population (2010 Census)
  - 13,561 foreign born living in Carlsbad
  - Of foreign born, 6,406 are non citizens